Issue Management Procedure

OETI-PMP-06

Environmental Protection Agency
Office of Enterprise Technology and Innovation (OETI)

February 26, 2007 – Version 1.0

Document Change History

Version	Date	Author	Description of Changes

Contents

1. Introduction

This document defines the process by which staff within the Environmental Protection Agency (EPA)'s Office of Enterprise Technology and Innovation (OETI) performs issue management activities.

1.1 Purpose

This document defines the approach, process flow, and relevant standards by which OETI project staff performs issue management activities and identifies participants and their responsibilities. The purpose of this procedure is to define steps for identifying, managing, and resolving issues over the life of the project.

1.2 Background

An issue is a problem that may affect a project's schedule, cost, or overall quality. The Project Management Body of Knowledge (PMBOK®) defines an issue as "a point or matter in question or in dispute."[1] Issues are any active environmental factors that are contributing to the detriment of product quality, or adversely affecting cost or schedule milestones.

An issue is different than a risk or an action item. A *risk* is an incident with consequences for project success that may occur in the future while an issue is an incident that has already happened and has immediate potential for adversely impacting the project. Although different, risks and issues are related. Risks can become issues if the risk is "realized." This means that the risk is no longer a possibility, it is an actuality. Both issues and risks should be managed using a defined process over the entire life cycle of a project. An *action item* is a matter that requires follow-up execution and usually arises on an *ad hoc* basis during meetings, or as a by-product of working on another activity. An action item might be required to resolve or close an issue but action items themselves are not necessarily issues that need to be tracked as part of the issue management process.

Issues can be precipitated by any number of factors. Most are project based and related to cost, scope, schedule, technology, or resources. External factors such as legislative mandates, agency directives, or vendor activities can also create issues for the project. Issues can also result from performing regular project statusing activities or other project processes such as risk and quality management. For more information regarding these processes, refer to *PMP-04 Project Statusing, Reporting and Forecasting Procedure*, *PMP-05 Risk Management Procedure,* and *PMP-09 Quality Management Procedure*. As these processes are performed, new issues are often identified since these processes are designed to manage and control project activities and determine if process issues exist.

2. Approach

This section explains the approach used to develop the issue management procedure. It details the assumptions, the degree of scalability of the procedures, and the industry standards, best practices, and EPA current practices consulted in creating this procedure.

2.1 Assumptions

The issue management procedure assumes the following:

- An Issue Coordinator will be appointed by the Project Manager. Managing the issue management process may or may not be the Issue Coordinator's only responsibility, depending on the size, scope, and complexity of the project.
- The Issue Coordinator will maintain documents using the document management procedures and tools defined for the project. (See *PMP-12 Document Management Procedure.*)
- A tracking tool or spreadsheet will be used to capture and track issues for the project.
- All project team members understand and accept their roles in the issue management process. See Section 3 for roles and responsibilities.

2.2 Scalability

Issue management activities apply to all projects. The actual process can be scaled to the size of the project. The Project Manager makes the decision as to what extent to implement issue management as well as the details of the process during project planning. The timing of project planning activities is discussed in *PMP-02 Project Initiation and Planning Procedure*. Table 2-1 below provides basic guidelines for determining the extent to which this issue management procedure is implemented for a given project.

Table 2-1. Issue Management Procedure Scalability Guidelines

Procedure	Does the Procedure Apply?	Determining Procedure Scalability
OETI-PMP-06 Issue Management Procedure	Applies to all projects	▪ Procedure is scaled based on project size, cost, duration, control over resources, use of new technology, number of stakeholders, and the potential business impact of the project ▪ Large, complex or unique projects tend to face a greater number of issues and require more rigor in tracking and managing issues

The issue management process can be informal or formal, depending on the size, scope, and complexity of the project. Regardless of the degree of formality adopted by a project, the process itself should be initiated as soon as possible as issues may be identified during project initiation. Additionally, the Project Manager should designate an Issue Coordinator as early as possible for routine maintenance and management of the process.

Large, complex projects and systems projects require rigorous issue management due to the large number of issues that are typically identified and require management and resolution over the life of these projects. Regardless of the size of the project, the basic process followed for issue management (described in Section 4) is the same. The key components include identifying and resolving issues before they cause more significant problems for the project.

2.3 Best Practices

The OETI vision includes the employment of best practices from both industry and the EPA. This procedure incorporates the following best practices and existing regulations and policies:

- **EPA regulations and standards**
  - The EPA Interim Agency System Life Cycle Management Procedures. Available at: http://intranet.epa.gov/otop/policies/Extended_InterimProcedures.pdf
- **Federal regulations, industry standards and best practices**
  - Project Management Institute, The Project Management Body of Knowledge *(PMBOK®)*, Third Edition. 2004.
  - Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI), CMMI for Systems Engineering, Software Engineering, Integrated Product and Process Development, and Supplier Sourcing, Version 1.1, CMMI-SE/SW/IPPD/SS, dated March 2002.

3. Roles and Responsibilities

Table 3-1 presents the roles and responsibilities for OETI project staff involved in issue management activities. This table lists functions or tasks that each project role performs. While each role will be assigned to an individual staff member, an individual may perform multiple roles for a project.

Table 3-1. Issue Management Roles and Responsibilities

Role	Responsibilities
Project Sponsor	▪ May be part of the issue escalation process ▪ Identifies issues
Project Manager	▪ Participates in issue planning and implementation ▪ Assigns role of Issue Coordinator ▪ May be part of the issue escalation process ▪ Identifies issues ▪ Assists with identification of issue resolutions ▪ Approves issue resolution actions and priorities ▪ Assigns issue to Project Team Lead or project member for resolution, as required ▪ Reviews issues and status of resolution actions on a regular basis
Project Team Lead	▪ Participates in issue planning and implementation ▪ Identifies issues ▪ Researches and clarifies issues as needed ▪ Evaluates proposed issues and actions and identifies alternate resolutions ▪ Makes priority recommendation ▪ Identifies where added tasks fit into project plan, if applicable ▪ Works with Issue Owner to estimate time and resources required to resolve the issue ▪ Assigns issue to team member for resolution as appropriate ▪ Reviews team issues and status of resolution actions on a regular basis
Issue Originator	▪ Identifies issues ▪ Documents the issue as clearly and completely as possible on the Issue Form ▪ Submits Issue Form to Issue Coordinator
Issue Owner	▪ Responsible for identifying the issue resolution action(s) ▪ Responsible for determining needed course of action for issue (escalation, change control, implementation) ▪ Provides feedback and updates to Issue Coordinator and other staff as necessary
Issue Coordinator	▪ Logs issue into issue database and assigns issue number ▪ Tracks status of issue in the Project Issue Log and issue database ▪ Clarifies issue if necessary ▪ Forwards Issue Log, which includes information on the issue, impact analysis, and recommendation to assigned team member(s) for resolution and to necessary management ▪ Sends weekly updated Issue List to the Project Team Leads and Project Manager

4. Procedure

This section presents the process flow for issue management and describes each step of the process in detail.

4.1 Process Flow Diagram

Figure 4-1 depicts the process for issue management and the activities to be performed. This process originates with defining the implementation of the issue management process as described in *PMP-02 Project Initiation and Planning Procedure*. This process may also be triggered by risks that are realized and become issues as described in *PMP-05 Risk Management Procedure*. The identification of issues in the course of project statusing activities as described in *PMP-04 Project Statusing, Reporting and Forecasting Procedure* or quality assurance activities as described in *PMP-09 Quality Management Procedure* can also trigger the process. The process continues from issue identification through the implementation of resolution actions and issue closure.

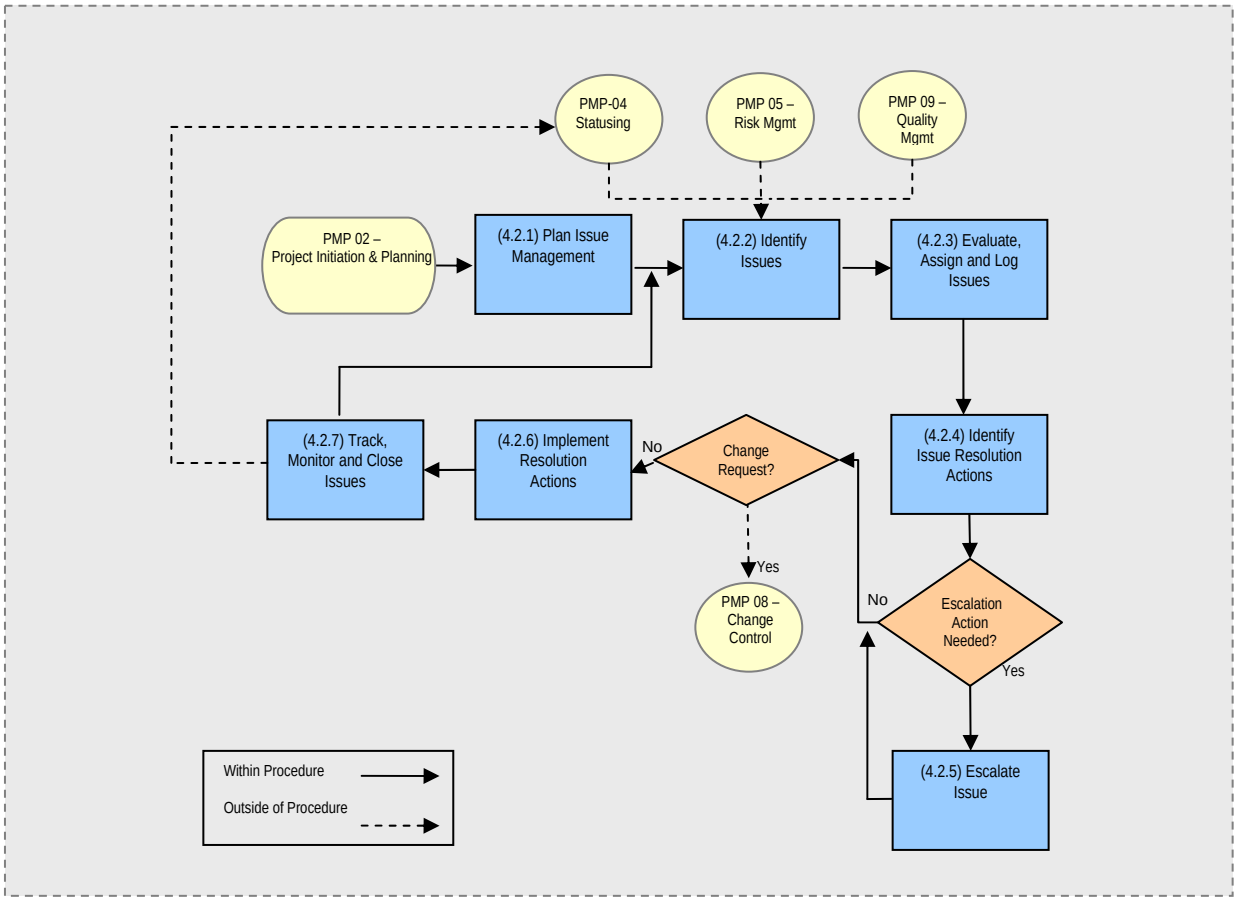

Figure 4-1. Issue Management Process

4.2 Steps

The following sections describe the steps of the issue management process shown in Figure 4-1 and the roles involved with its execution.

4.2.1 Plan Issue Management

The Project Manager, with the help of Project Team Leads, defines the issue management process during the planning activities detailed in *PMP-02 Project Initiation and Planning Procedure* and documented in the Project Management Plan. For larger, more complex projects, the Project Manager may consider developing a separate Issue Management Plan (see examples at links found in Appendix C). However, it is important to define and communicate the scope and details for regular issue management early in project planning activities, whether in a separate plan or as part of the Project Management Plan. The Project Manager works with Project Team Leads to define issue management activities that include the following:

- Define/develop a form for capturing issues
- Identify the tool used to capture issues for the project
- Obtain any necessary software needed to manage issues
- Define the process for identifying issues and submitting the issues for review
- Define the process for identifying and implementing issue resolutions
- Define the scale for prioritizing issues and special considerations for high priority items
- Assign an Issue Coordinator (if required based on the size and complexity of the project)
- Define roles and responsibilities for the issue management process
- Define the issue escalation process to address issues that the project team may not have authority or the resources to resolve
- Define the frequency for distribution of issue logs, issue updates and issue meetings and/or coordination with other procedures such as *PMP-04 Project Statusing, Reporting and Forecasting Procedure*
- Communicate the issue management process to the team and provide training as needed (based on size of project, number of resources ad extent of process). Determine the frequency of subsequent training sessions if new resources join the project on a regular basis.

To manage issues effectively, all members of a project, including the stakeholders, should be aware of the process for identifying and submitting issues. Once the process is defined, the Project Manager, Project Team Leads, and Issue Coordinator communicate to the team the process for submission and management of issues.

4.2.2 Identify Issues

The Issue Originator (who can be anyone on the team or involved with the project) identifies an issue through multiple activities. These include the following:

- Daily project activities
- Project status and reporting activities and analysis (Refer to *PMP-04 Project Statusing, Reporting and Forecasting Procedure* for more details)
- External and internal environmental factors (such as budget changes, new legislation, etc.)
- Issue resolution meetings and analysis
- Realization of known risks
- Results or output of other project processes (such as quality assurance metrics or results)

The Issue Originator should document the issue as soon as it is known. This involves completing the project Issue Form (an example form is found in Appendix E) and submitting it to the Issue Coordinator. (Smaller projects may simply require identification and documentation of the issue by the Issue Originator without any routing.) The Issue Form contains the following items to be completed by the Issue Originator:

- Project Name
- Prepared By
- Date (Prepared)
- Date Resolution Needed
- Attachments – Any supporting documentation needed to evaluate or confirm the issue should be attached to the form
- Issue Description – Provide a detailed description of the issue and the circumstances through which it was identified
- Priority (if known by Issue Originator at time of form completion) – A priority for the issue based on its impact to the project is assigned
- Recommendation Status (if known by Issue Originator at time of form completion)

The Issue Originator completes these sections of the form but may or may not have the information needed to complete the Priority and Issue Resolution Action section of the form. The Issue Resolution Action section of the Issue Form is finalized in Section 4.2.4, given the proposed issue is determined to be a valid project issue in section 4.2.3. The Issue Originator submits the Issue Form to the Issue Coordinator.

4.2.3 Evaluate, Assign and Log Issues

The Issue Coordinator receives the Issue Form and determines if the identified issue should be classified as a project issue, a project risk, or a non-issue. If it is a project risk, the Issue Coordinator forwards the item to the Risk Coordinator, in accordance with *PMP-05 Risk Management Procedure.* If, after examining the item, it is determined that no issue needs to be created, then the Issue Coordinator notes the explanation in the Reviewer Comment section of the Issue Form and notifies the Issue Originator of the disposition of the submitted issue. If the proposed issue is determined to be an issue and is not a duplicate of an existing issue, it should be logged as an issue and tracked through closure.

Once determined to be a project issue, the Issue Coordinator works with the appropriate Project Team Lead or Project Manager for review and to assign the Issue Owner, based on the severity and subject matter of the issue. The assigned Issue Owner evaluates it for potential impact to the project, giving it a priority rating or confirming the assigned rating. The priority rating is dependent on potential impact to the project and is rated on a scale of 1 to 3, with 3 representing an issue with the highest severity and negative consequences for the project.

> 3 = High – a significant event or problem that has occurred; the issue has a measurable impact on cost, schedule, or overall project quality and is such that the response necessary to resolve the issue must be determined as soon as possible. Without an immediate resolution, one or more tasks or activities may not be able to proceed and there is likely to be an impact to activities on the critical path.
>
> 2 = Intermediate – a moderate event or problem that may have an impact on cost, schedule, or overall project quality but not in the immediate future. The issue is such that the response

necessary to resolve the issue must be determined within one month or the impact is likely to be more significant and the issue could become a "high" priority.

1 = Low – a minor event or problem that has minimal or no impact on cost, schedule, or overall project quality and is such that the response necessary to resolve the issue does not need to be determined within one month.

High priority issues require immediate resolution. These issues have a definite and measurable impact on project scope, schedule, or cost if not resolved quickly. The resolution for a high priority issue typically focuses on reducing or minimizing the impact of the issue. Because these issues generally receive immediate attention, there is sometimes a tendency to label issues as "high" priority when they are not. The Issue Owner and Issue Coordinator, as applicable, have responsibility for ensuring that issues are classified appropriately. Likewise, "medium" and "low" priority issues should be assigned and managed carefully as they may become more significant if ignored or if actions are delayed.

The Issue Owner is responsible for the issue until it is resolved or reassigned to another team member. While responsibility may lie with one individual for tracking purposes, many Project Team Members may have responsibilities related to the resolution of the issue. The Issue Owner has overall responsibility for recommending the corrective action(s) necessary to address the issue (see section 4.2.4) and implementing and reporting on status of the action(s).

The Issue Coordinator checks for duplicates, assigns a unique numerical identifier, and then enters the issue in the Issue Log. The Issue Form is returned to the Issue Originator if there are any items missing or if the issue is a duplicate.

4.2.4 Identify Issue Resolution Actions

The Issue Owner explores action(s) to resolve the issue and follows up with Project Team members and the Issue Originator, if necessary. When identifying resolution actions, a special focus is placed on the resources required to resolve the specific issue and the impact to the project schedule. See *PMP-03 Schedule and Cost Baseline Procedure* for information about estimating costs and impacts to the schedule. Depending on the project schedule and resource availability, it may be necessary to re-plan activities to address the pending issue or to route a resolution action through the change control process as described in *PMP-08 Change Control Procedure*. If the issue requires a decision or action by senior management, the issue may need to be escalated.

Once the action plan for resolution has been designed and the Issue Form updated, it is submitted to the Issue Coordinator to incorporate into the Issue Log.

4.2.5 Escalate Issue

In the event that the team cannot resolve an issue without assistance from more senior leader(s), the team should follow the defined escalation process (see the Project Management Plan). The escalation process allows for progressive tiers of management to provide input into the resolution of an issue until a successful resolution and/or action item is identified. For this process step, the path of escalation should be implemented as follows:

- Project Team Lead
- Project Manager
- System or Project Sponsor
- Senior Manager or other agency official of equal or higher authority

- External government authority

The Project Manager escalates the issue to the appropriate level needed to facilitate its resolution or provide the needed approval. This process differs from the change control process in that the escalation process is used to make a selection among multiple resolution options, to approve courses of action, and to negotiate with other senior managers within the organization or external vendors on behalf of the project. The project team also uses the escalation process when a specific action, beyond approval or review, is needed from senior management in order to resolve the issue or proceed to the next step of the issue resolution.

Based on the identification of the issue resolution approach, the Issue Owner works with the Project Manager to determine if any proposed process improvement(s) should be processed through the Change Control Process defined in *PMP-08 Change Control Procedure*. For those with measurable cost, schedule, or resource requirements for implementation, the Project Manager or designated Project Team Lead completes a change request (CR) for review and approval.

4.2.6 Implement Issue Resolution Actions

The Issue Owner and/or other project team members assigned to resolve the issue implement the resolution action items according to the defined approach. The Issue Owner will maintain the Issue Resolution Action Plan and provide the Issue Coordinator with a summary action plan status according to the process described in the Project Management Plan (see *PMP-02 Project Initiation and Planning Procedure*). The Issue Owner will pay special attention the Expected Resolution Date in the log, and may submit a risk if evidence exists that the milestone will not be met. If conflicting events derail the successful implementation of a resolution action, the project may follow the Escalate Issue step.

4.2.7 Track, Monitor and Close Issues

The Issue Coordinator receives the update on the issue from the Issue Owner and updates the issue status in the issue tracking system. The Issue Coordinator distributes the Issue Log (see Appendix F) based on the frequency and distribution defined during project planning.[1] This distribution is usually coordinated with project status meetings. Alternately, the project team may choose to implement a centralized issue logging tool to ensure constant availability of project issues to all stakeholders. The Issue Coordinator works with the Issue Owner(s) to ensure that the log is kept up-to-date with entries to the Status of Action Plan To Resolve Issue column on the Issue Log. The Issue Owner provides status updates on the issue to the Issue Coordinator via email, phone, or meetings at the intervals defined during the planning process. For large complex projects, weekly updates are often necessary. Smaller projects may require less frequent updates. Issues are discussed on a regular basis, typically during project status meetings.

When the Issue Owner has indicated that the resolution action has been successfully implemented, the Issue Coordinator will note the date in the Date Resolved field of the Issue Log (Appendix F) and the issue is closed. Effort required to implement the resolution action should be captured as appropriate.

[1] Since issues of the highest priority require an immediate corrective action response, the Project Issue Log should be distributed with a defined frequency that allows for timely analysis and corrective action response.

5. Considerations

The following list provides general best practices that should be considered when conducting issue management activities:

- Start the issue management process as early as possible for the project so that issues identified during project initiation are tracked and managed in a timely fashion.
- In many cases items that are classified as issues are really action items. Action items are areas that must be followed up on at some time. They may or may not involve problems for the project. Maintain a separate Action Items listing as part of Project Team, Steering Committee, Reference, and Working Group meetings. The important thing is to record them somewhere and track their status.
- If appropriate, establish and use an automated tool to store and track issues. An Issue Log that is manually distributed may not be as readily available to the entire team whereas an electronic tool can facilitate distribution, proactive communications, and involvement of key stakeholders. A tool or spreadsheet is useful for maintaining the history of all project issues and actions over time.
- Not all issues are high priority. The project team should avoid the tendency to label all issues as high priority. As the implementation of resolution actions for high priority issues generally require immediate attention, the team should follow the definitions carefully.
- If a large issue looks too difficult to be resolved in a timely manner, break it down into logical sub-issues.
- Resolve issues at the lowest level within the project team as possible.
- Search for a root cause when several issues are reported together in a very short time period. These issues may stem from a common problem. Addressing this problem may resolve many issues at the same time.
- All project issues identified for a phase should be addressed or resolved prior to completing the phase and moving to a new phase of the project. The same is true for the end of the project. If the issue cannot be successfully resolved, the reason should be documented as part of the project records.
- The Project Manager or Issue Coordinator may periodically review issues to determine if the same type of issues are recurring on a regular basis or originating from the same source. This may be indicative of a quality issue and the team will want to take actions to prevent any continued recurrences.

Appendix A Acronyms

The following acronyms shown below are used in this document.

Abbreviation	Description
CMMI	Capability Maturity Model Integration
CR	Change Request
EPA	Environmental Protection Agency
OETI	Office of Enterprise Technology and Innovation
PMBOK®	Project Management Body of Knowledge
SEI	Software Engineering Institute

Appendix B Checklist for Issue Management

The following table provides a checklist for the key activities associated with each step of this issue management procedure.

Activities	Responsible Parties
4.2.1 Plan Issue Management	
❑ The scope of the issue management process is defined and documented in the Project Management Plan ❑ The issue management process and details are defined and documented in the Project Management Plan ❑ An issue escalation process is defined ❑ Roles and responsibilities for the issue management process are defined ❑ Issue management process is communicated to the project team	Project Manager/Project Team Leads
❑ The Issue Coordinator is assigned ❑ The Issue Form and Issue Log are designed and locally available to project team members	Project Manager
4.2.2 Identify Issues	
❑ Issue is identified ❑ Issue is documented using the Issue Form ❑ All applicable fields on the Issue Form are complete and accurate ❑ A 'Date Resolution Needed' is determined, if known ❑ Issue is routed to the Issue Coordinator	Issue Originator
4.2.3 Evaluate, Assign and Log Issues	
❑ Issue is reviewed based on subject matter and severity ❑ Issue is routed to Project Manager or Project Team Lead for assignment	Issue Coordinator
❑ Issue is reviewed ❑ Issue is assigned to appropriate team member for resolution ❑ Issue Form is forwarded to assigned Issue Owner	Project Manager/Project Team Leads
❑ Issue is reviewed and assigned a Priority rating	Issue Owner
❑ Issue is reviewed by Issue Coordinator and checked for duplication ❑ Issue number is assigned to issue ❑ Issue is entered into Issue Log	Issue Coordinator
4.2.4 Identify Issue Resolution Actions	
❑ Resolution action is identified ❑ Next course of action (escalation, change control etc.) is determined ❑ Resolution is analyzed for re-planning implications, if any ❑ Resolution action is routed through change control process, as required ❑ Resolution action is communicated to Issue Coordinator/Project Team	Issue Owner
❑ Resolution action is approved to implement	Project Manager, Change Control Board as required
4.2.5 Escalate Issue	
❑ Issue is escalated as needed	Project Team Lead, Project Manager
❑ Resolution action proceeds once escalation action is addressed	Project Manager, Project Sponsor, Senior Management
4.2.6 Implement Resolution Actions	
❑ Resolution action is implemented	Issue Owner, Project Team Members (as needed)

Activities	Responsible Parties
4.2.7 Track, Monitor and Close Issues	
❑ Regular opportunities to review and discuss Issue Log with Project Team are provided	Project Manager
❑ Status of resolution action is reported	Issue Owner
❑ Resolution action is identified as successful in addressing issue	Issue Owner, Project Manager
❑ Issue Log is updated regularly ❑ Issue Log is distributed to Project Team in advance of statusing activities ❑ Issue closed and status updated	Issue Coordinator

Appendix C Additional Resources

The following provides a list of key resources and references associated with the issue management procedure that can be used to obtain additional background information, describe concepts and methodologies, and assist in completion of the activities.

	Form/ Guidance	Source	Website
1.	Issue Management Plan Example and Template	State of Washington Department of Information Resources	http://isb.wa.gov/tools/pmframework/planning/issuemgmt.aspx
2.	Issue Management Document	Commonwealth of Virginia	http://www.vita.virginia.gov/projects/cpm/templates/issue-management-document.doc
3.	Sample Issue Log	Ohio State University Office of the CIO	http://oit.osu.edu/projmanage/PDF_files/P_IssuLog_T_1.00.pdf
4.	General Guidance on Issue Management	University of Manchester, UK	http://www.itservices.manchester.ac.uk/isprogramme/specialistareas/issues_detailed_page.html
		Tasmanian State Government, Australia	http://www.projectmanagement.tas.gov.au/guidelines/pm6_7.shtml
		State of Pennsylvania	http://www.oit.state.pa.us/oaoit/cwp/view.asp?a=671&q=193322&oaoitNavDLTEST=%7C8433%7C8790%7C

Appendix D Interface Requirements

The purpose of this appendix is to provide general guidelines for collecting the appropriate information from contractors to ensure seamless integration of project issues and resolutions and promote efficient monitoring of the overall project. Frequently, data is needed from support contractors to enable the Project Manager to assess real-time status accurately against overall performance, schedule, and cost objectives. In addition, defined interface points ensure that both the government and contractor understand their specific roles and responsibilities in issue management and that the information can be efficiently captured using the project's established management processes and tools. As a result, the data, reporting, and interface requirements should be well defined early in the process to ensure that they are fully described in the awarded contract. For issue management, these requirements may include the contractor's role in the issue management process or required inputs to the process.

The following series of questions is provided to help determine the issue management interface requirements appropriate for a specific project. Requirements may vary significantly depending on the scope, complexity, size, and duration of the project and type of contracts awarded. Overall, the questions are designed to help refine what kind of information will be needed to ensure effective issue management of the project and to define the correlating responsibilities of the contractor.

- Will the contractor be able or required to identify and submit issue forms?
  - What level of detail is needed on the issue form?
  - What data elements must be provided?
  - Will the contractor need training or guidance on how to submit an issue?
  - Will the contractor need access to a specialized tool or site for accessing and submitting issues?
  - Will the contractor be required to obtain approval for the issue prior to submission?
  - Will the contractor be required to submit documentation to support (such as cost and schedule impacts) the issue?
- Will the contractor be required to act as an Issue Coordinator or Issue Owner?
- Does the contractor have specific subject matter expertise that may require their participation in issue resolution actions?
- Will the contractor have a role in the issue escalation process?
- Will the contractor be evaluated based on ability to identify and resolve project issues?
- How will the contractor be involved in issue communication and statusing activities?
- Will the contractor be required to identify internal issues that may impact overall project performance?

Appendix E Issue Form

This appendix provides a project Issue Form that may be used and/or tailored as appropriate according to project needs.

Project Issue Form

Project Name: _____ Issue Number: _____ (Assigned by Issue Coordinator)
Prepared by: _____ Date: _____
Date Issue Logged: _____

Details

Date Resolution Needed: _____
Proposed Owner: _____
Attachments (if any):_____
Reviewer: _____Reviewer Completion Date: _____
Reviewer Comments: _____
_____

Issue Description:

Priority determined by Impact to Project (if not resolved):

Potential Priority: □ High □ Medium □ Low

Recommended Resolution Action:

Resolution Action Assigned to: _____Organization: _____
Recommended Resolution Action:_____
_____
_____
Final Planned Completion Date: _____

Detailed Resolution Action Steps

Action Step	*Responsibility*	*Target Completion Date*

Cost/Schedule Impact Analysis Required? □ Yes □ No

Resources Required	*Work Days/Costs*

Recommendation Status (check one)
□ Accept □ Defer □ Need Additional Info. □ Reject

_____ Date:_____
Project Manager
Comments: _____

Management Action (if required as part of escalation)

Name/Title	Action Requested	Date

Appendix F Issue Log

This appendix provides a project Issue Log that may be used and/or tailored as appropriate according to project needs. The format and number of fields included in the Issue Log can be modified based on the size, scope and complexity of the project as well as specific requirements for tracking certain data items for each issue.

Issue No.	Issue Date	Priority	Originator	Issue	Action Plan Summary	Assigned To	Resolution Date Needed	Date Resolved	Status of Action Plan To Resolve Issue

Priority Codes

3 – Highest impact on cost, schedule, or overall project quality within one week or impact to critical path work

2 – Moderate impact on cost, schedule, or overall project quality within one month

1 – Lowest impact on cost, schedule, or overall project quality beyond one month